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ABSTRACT

The hiring practices of large and small organizations were studied in 1981 to provide information on job prospects and recruiting trends in the public and nonprofit sectors, as well as ways in which these factors affect employment opportunities for liberal arts graduates. Attention was also directed to ways college personnel can effectively introduce public and nonprofit work as a career option to liberal arts students. A survey of 89 career counseling directors at four-year colleges and universities in the northeastern United States was conducted, along with a survey of 61 public and nonprofit employers nationwide. College counselors reported that public and nonprofit groups constituted only a small portion of the on-campus recruiters. Federal government recruiters, most commonly Peace Corps-VISTA and the armed forces, represented more than one-third of all public and nonprofit recruiters interviewing on the campuses. The next largest group consisted of associations and research foundations. The employer survey revealed that undergraduate major is of prime importance to public and nonprofit employers, followed by communication skills. Recommendations for schools, students, and employers are offered, and questionnaires and an annotated bibliography of resource materials are appended. (SW)

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PUBLIC AND NONPROFIT SECTOR EMPLOYMENT

FOR LIBERAL ARTS GRADUATES

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A report of a project conducted as
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Today's college students are more conservative than their counterparts of the late 1960s and early 1970s. Whereas yesterday's college students were strongly influenced by social issues (typified by the Civil Rights Movement, Viet Nam and Cambodia, and Kent State), today's college students are more preoccupied with practical, pragmatic goals and personal achievement. Evidence of this trend was found by Alexander Astin and his colleagues in their annual study of American college freshmen.[1] Astin found that 24 percent of students entering college in the fall of 1981 considered themselves conservatives, as opposed to 15 percent in the fall of 1971. The number of students identifying themselves as liberals dropped from 37 percent in 1971 to 18 percent in 1981.

Changes in departmental enrollments reflect an increased concern among college students that their college careers lead to successful career opportunities upon graduation. Enrollments in business, economics and engineering are increasing while the numbers of majors in the humanities and social sciences are going down. High tuition, burdensome educational loans and a tightening job market have all contributed to changes in the ways students approach their college education and their career decisions.

New college graduates are entering the labor market directly in ever-increasing proportions. The 1981 Harvard and Radcliffe senior survey, conducted annually for the past 22 years, showed that 54 percent of the members of the class of 1981 planned to enter the labor force immediately upon graduation. This figure represents the highest proportion of the graduating class in the history of the survey to be going directly to work. Nationally the number of applicants for admission to virtually all graduate and professional schools has declined. At Harvard and Radcliffe only 34 percent of the members of the class of 1981 planned to go directly to graduate school, an all-time low in the history of the survey. Although some of these students may be deterred by rising costs, many students delay their decision to enter graduate school until they gain practical work experience.

At present, government cutbacks in employment and funding in the public and nonprofit sectors discourage students from considering such work as they explore career options. Ralph Nader, for one, is concerned that students are no longer as interested in the important work being done by these organizations. In his speeches to college students around the country, he tries to reintroduce young people to the special benefits of work in the public and nonprofit sectors. On one such occasion, he challenged students to

> ...try seeing citizen work, not as a necessary chore, but as a delight, a joy, a counterpoint to alientation, powerlessness and boredom, a way to stretch your analytic and normative skills. Try etching out a future America where most citizens would feel a personal obligation to spend at least 10 percent of their time working on the problem or challenge of their choice in order to improve their community or world, where most citizens would reject the "what will be, will be" attitude of never fighting City

> Hall, nor Goliath, Incorporated, where most citizens would reject the facile cynicism of hating "the government" but would rather make it their government and their way of accomplishing community objectives.[2]

To spark students' interest in nonprofit and public sector agencies, colleges need to provide better information and to encourage them to explore the opportunities available to them in these fields.

THE PROJECT

This report is based on the findings of a project designed to provide information about the transition from the undergraduate liberal arts experience to work in public and nonprofit organizations. The report examines the hiring practices of large and small organizations in an attempt to learn more about job prospects and recruiting trends in the public and nonprofit sectors and the ways in which these factors affect employment opportunities for liberal arts graduates. The report is also concerned with the ways college personnel can effectively introduce public and nonprofit work as a career option to liberal arts students.

In order to learn more about recruiting trends on college campuses, two survey forms were prepared and distributed during the summer of 1981. (Sample surveys with response totals are included as Appendix A.) One survey was mailed to career counseling directors at 172 four-year colleges and universities in the northeastern United States. The responding institutions represent a cross section of higher education in this country--large and small, public and private, single sex and coeducational, religiously affiliated and nondenominational institutions. More than half of the 89 responding colleges (52 percent of those surveyed) are primarily liberal arts in focus and curriculum; others are multipurpose institutions.

A second survey was sent to 188 public and nonprofit employers in all parts of the country, representing a wide range of organizational goals. For the purposes of this survey, the terms "public" and "nonprofit" include all levels of government (federal, state and local); cultural organizations and the arts; social service, charitable, and religious organizations; and professional, trade and research associations. Because the emphasis of the study is on employment options for liberal arts graduates rather than on students coming from more specialized programs, no questions were asked about employment in the fields of education and health care. This study was also limited to information collected regarding the graduating classes of 1979-81.

College and University Survey

As completed survey totals indicate (see Appendix A), all of the 89 responding institutions are located in the northeastern United States from Maryland to Maine. Of these, more than three-quarters are independent institutions, with at least one public university from each state except Pennsylvania. Twenty-five out of 89 enroll 3,000 or more students, although fifteen respondents claim 3,000 or more liberal arts students. Thus, large diversified colleges and universities are well represented in the survey results. While the report focuses on liberal arts degree candidates, the opinions of career counselors at mulipurpose institutions are included to give balance and perspective to the findings.

Career counselors reported that Federal government recruiters, most commonly Peace Corps-VISTA and the armed forces, represent more than one-third of all public and nonprofit recruiters interviewing on college and university campuses. The next largest group consisted of associations and research foundations followed by social service, charitable and religious organizations. The figures indicate that public and nonprofit organizations constitute only a small portion of the on-campus recruiting schedule at most colleges, although the number of organizations coming to campuses remains low but stable. Survey results indicate that colleges are not experiencing a decline in the numbers of recruiters: respondents reported almost identical figures for the academic years 1979-80 and 1980-81.

What effect does the low incidence of public and nonprofit recruiters on campus have on students? What can career counselors do to expand students' perceptions of the options available to them? Career counselors at all institutions must try to correct the misconceptions held by undergraduates which are reinforced by on-campus recruiting. These false notions include the belief that organizations which interview on campus represent a cross section of the world of work, that recruiting organizations come as a result of invitations from the college or university and therefore represent desirable jobs for liberal arts graduates, and that on-campus interviews present seniors with their only opportunities for job offers. Students need to realize that many public and nonprofit organizations have neither the funds nor the staff to send representatives to campuses across the country. In addition, individual organizations may not hire a significant number of recent graduates each year to warrant the expense of producing recruitment literature. However, this does not mean that there are no jobs to be found with these organizations.

As cited earlier, college career counselors report few changes in recruiting trends over the past three years. When asked to predict future changes, more than half of the responding career counselors indicated that they expected no decline. Approximately 30 percent expect the number of public and nonprofit organizations coming to campus to increase; fewer than 20 percent of the respondents anticipate a decrease. While the reported number of recruiters representing public and nonprofit employers may not be impressive, the absence of sharp decline may indicate that recent economic conditions have not substantially altered the recruitment efforts of these organizations.

If students are to conduct efficient and successful job searches, and if on-campus recruitment represents only a small fraction of available job opportunities, students must be made more aware of effective job search techniques. In the survey, career counselors were asked to evaluate the effectiveness of various job search techniques. A point system assigned the most effective technique nine points, the second most effective technique eight points, and so on. Using this system the nine techniques listed were judged as follows:

Job descriptions sent to colleges	468
Informal word of mouth	459
On-campus recruiting	434
Advertisements in newspapers	331
Civil Service job rosters	304
Advertisements in professional journals	296
Job fairs	256
Government employment agencies	198
Private employment agencies	172

One should note that these evaluations may reflect what career counselors at colleges and universities think ought to be rather than what really is the case. Specifically, the high marks given to "job descriptions sent to colleges" and "on-campus recruiting" may be wishful thinking rather than reporting of facts.

Employer Survey

Federal government agencies constitute the largest number of respondents to the employer survey. They vary tremendously in size, from twenty employees at the Center for Naval Analysis to twenty thousand at the Department of Commerce, and location, from the U.S. Coast Guard Academy in Connecticut to the Federal Reserve Bank in Ohio. The diversity in size and number of employees accounts for differences in recruiting priorities. More than one-third of the responding organizations employ more than 1000 people. One can assume that smaller organizations ordinarily do not recruit on campus, although this does not imply that they do not hire college graduates.

One question on the employer survey asks, "How many entry level positions (for college graduates) have become available in your organization in the past twelve months?" The largest number of responding employers, 18 out of 61, were from small and non-technical organizations which do not regularly conduct recruiting activities. The most common response was between one and ten available openings. Liberal arts majors could compete successfully for this relatively small number of openings, but they have not always been effective in the past in doing so. More than half the employers responding to the question "What percentage of the people you've hired in the last twelve months to fill entry level positions have an undergraduate liberal arts degree?" indicated that 25 percent or less of their recently hired entry level employees held liberal arts degrees.

The responding employers confirm the reports of career counselors. More than half of the public and nonprofit organizations did not visit any campus between 1979 and 1981; those that recruited on campus did so both years. With this low recruiting rate, fewer than one-third of the employers actively interview liberal arts majors on campus.

The following list represents employers' evaluations of the various factors they seek in potential employees. Using a six-point weighting system (six points are given for a "most important" rank, five points for "second most important," and so on), the following relative weights result:

Undergraduate major	270
Motivation/commitment/purpose/enthusiasm	256
Verbal/written communication skills	241
Previous work experience	225
Undergraduate grade point average	162
Involvment in extracurricular activities	89

These responses indicate that undergraduate major is of prime importance to public and nonprofit employers. While this may reflect a preference for technical rather than liberal arts majors, since recruiters often express interest primarily in specialized majors, communication skills are ranked just below major in order of importance. Motivation and purpose are certainly attributes of liberal education and the development of communication skills is one of its most fundamental strengths!

A comparison of employers' criteria in the public and nonprofit sector compared with those used in the private sector reveals interesting similarities and differences. Recruiting Trends 1980-81, a study conducted by John Shingleton and his colleagues at Michigan State University, asked 562 employers (most of whom were in the private sector) to rank 69 selection factors. The Shingleton study of private sector employers ranked initiative, enthusiasm and motivation fourth, seventh, and ninth, showing evaluations similar to those reported by public and nonprofit employers. Though oral communications skills (ranked 11th out of 69 in the Shingleton study) seemed relatively important to both groups of employers, written communications (ranked 25th out of 69) and communication skills in general (ranked 52nd out of 69) were considered less important by private than public and nonprofit employers. These factors are reflected in recruitment practices where verbal skills are often an important part of the interview process. Undergraduate major (ranked 20th out of 69) was evaluated as considerably less important to private than to public employers. Previous work (ranked 35th out of 69) is in the same relative position, as were grades (ranked 45th out of 69). Extracurricular activities (ranked 57th out of 69) were mutually agreed to be of low importance.

Finally, employers in the public and nonprofit sectors were asked to evaluate the effectiveness of various job search techniques, using a ranking system identical to that used by the career counselors when answering the same question. The responses of employers, while showing some differences from those of career counselors, may reflect reality more accurately.

Internal job postings	305
Informal word of mouth	271
Job descriptions sent to colleges	257
On-campus recruiting	253
Advertisements in professional journals	239
Advertisements in newspapers	237
Job fairs	208
Government employment agencies	193
Private employment agencies	141

We see here increased importance attached to internal job postings, informal word of mouth, and job descriptions sent to colleges, as compared with the responses of the surveyed career counselors. Three out of the four top ranked techniques do involve the office of career counseling, and they are efforts that can be further developed by college career counselors. These findings also suggest that while counselors can do a great deal toward introducing students to a variety of career fields, much of the job seekers' task must be done through individual hard work, persistance and initiative.

RECOMMENDATIONS AND OBSERVATIONS

Judging from the results of both the college and university survey and the Employer Survey, the number of recruiting trips made to college and university campuses by public and nonprofit employers has not yet declined; career counselors do not expect it to do so within the next two to three years. Similarly, the number of public and nonprofit job descriptions sent to career counseling and placement offices on campuses has not decreased. Employers report that even in small organizations, entry level positions continue to become available. Only eight of the responding organizations reported no entry level job openings in the twelve months prior to the survey.

It is clear that liberal arts graduates are in no more a favored position when seeking employment in the public and nonprofit sectors than they are in the private sector. Yet there are special difficulties facing students who are looking for entry level positions in a sector of the economy which is often unable to conduct extensive college recruiting. The following recommendations, drawn from responses to the final question of both surveys, may shed light on methods by which liberal arts students, career counselors, and public and nonprofit employers might coordinate their efforts to ensure placement of the right graduates for the right jobs.

Recommendations for Colleges and Universities

- Bring public and nonprofit employees to the campus (preferably alumni and liberal arts degree holders--paying them if necessary) to conduct workshops, panels, lectures, colloquia, and informal seminars. These events should be designed for underclassmen as well as for seniors.

- Bring clients served by public and nonprofit organizations to campus so that students will be made more aware of the goals, obstacles, and results of various careers.

- Encourage faculty to become involved with students in the process of career exploration.

- Provide current and informative literature about public and nonprofit employers, with job descriptions, organizational charts, career paths, and application procedures clearly outlined.

- Solicit more on-campus recruiting, subsidizing organizations if necessary. Events should be publicized on campus, well in advance of their scheduled dates.

- Represent work in the public and nonprofit field as realistically as possible, providing an essential source of information and advice about fields which are otherwise underrepresented in the traditional recruiting efforts to which students are exposed.

Recommendations for Employers

- Provide liberal arts students with internships and externships, field trips, shadowing experiences, part-time and summer jobs, volunteer work, field work, exploration interviews, and cooperative education programs.

- Provide funds to students for the completion of their education with a stipulated employment obligation.

- Develop an ambassador program or establish the position of College Placement Coordinator within the organization.

- Develop effective sources of information to market the benefits of work in the public and nonprofit sectors--stressing professionalism, the challenge of work which contributes to the overall quality of society, and the possibilities for professional and personal development.

Recommendations for Students

- Begin investigating career and employment options early. Look into public and nonprofit jobs.

- Investigate ways to enhance your hireability; take appropriate courses, obtain a volunteer, part-time, summer or intern position.

- Be willing to start at the bottom--you can learn about opportunities and develop skills on the job.

- Be ready to market yourself. Investigate creative and aggressive job search techniques.

College students are in a unique position as job hunters Often at the peak of idealism, they enjoy flexibility and mobility which allows them to explore a wide range of career opportunities. College career counselors should make every effort to encourage students to explore the vast array of opportunities before them. Entry level positions suitable for recent college graduates continue to open in public and nonprofit organizations, despite media indications to the contrary. Jobs do exist, jobs which are well suited to the personal and professional goals of many liberal arts graduates. Because recruiting

in these fields is often limited, the successful candidate must learn about the existing opportunities and must be prepared to use aggressive tactics to obtain and advance in these positions. Students, counselors, and employers must take special, and often unusual, steps to assure students make informed career decisions. Both colleges and employers must develop more effective ways of bringing liberal arts majors and public and nonprofit employers together, so that recent graduates have opportunities to apply the skills developed by liberal arts study to the social, political, and cultural needs of our society.

Appendix A

COLLEGE AND UNIVERSITY SURVEY

SURVEY OF RECRUITING PRACTICES

Name of person completing this survey_____

Title_____

Institution_____ Telephone ( )_____

Address_____

Today's date_____

1. How many undergraduate students are enrolled at your institution?_____

2. How many undergraduate liberal arts students are enrolled?_____

3. Please provide information below about the public and non-profit organizations (government, the arts, social service, etc. but not including education or health care employers) which conducted interviews with seniors on your campus during the 1980-1981 school year:

Number of Organizations Recruiting on Campus by Type of Organization	Number of Seniors Accepting Offers of Employment	Range of Starting Salaries (Annual)
Government Agencies: 56%	Those earning Liberal Arts Degrees:_____	_____
	Those earning some other Undergraduate Degree:_____	_____
Arts/Cultural Organizations: 12%	Those earning Liberal Arts Degrees:_____	_____
	Those earning some other Undergraduate Degree:_____	_____
Social Service and Charitable Organizations: 10%	Those earning Liberal Arts Degrees:_____	_____
	Those earning some other Undergraduate Degree:_____	_____
Associations, Research Foundations: 21%	Those earning Liberal Arts Degrees:_____	_____
	Those earning some other Undergraduate Degree:_____	_____

4. How many public and non-profit organizations conducted employment interviews with seniors on your campus during the 1979-1980 school year? 6.85 (avg.)

5. How many private sector employers interviewed on your campus in 1980-1981: 52 ? and in 1979-1980: 51.2 ? (avg.)

6. Which undergraduate majors are in greatest demand by public and non-profit employers? Bus./Econ., 24.5%; Comput./Math, 17.6%; Accounting, 12.7%; Engineering, 5%; Languages, 6.8%; None/All, 6.8%; Other (communication, psych., nursing), 25.5%.

7. Do public and non-profit employers engage in the practice of "pre-screening"? 20.3% yes 79.9% no. If so, using what criteria? Faculty recommendation, resume, writing sample, transcripts, G.P.A., major.

8. In the next 2-3 years, do you expect the number of public and non-profit employers coming to your campus to 29.4% increase 19.1% decrease 51.5% remain the same

9. How many entry level public and non-profit job notices or listings came to your office through the mail or over the telephone during the 1980-1981 school year? 173.5. And in 1979-1980? 216.7. (avg.)

10. Please rank order each of the following methods as to their relative effectiveness in helping students to find entry-level jobs in public and non-profit organizations. 1=most effective 9=least effective

4 Advertisements in newspapers	5 Civil Service job rosters	3 On-campus recruiting visits
9 Private employment agencies	2 Informal word-of-mouth	6 Advertisements in professional journals
8 State employment services	1 Job descriptions sent to colleges	7 Job fairs

11. What are some ways to increase college students' interest in employment in public and non-profit organizations?

PLEASE SEND, IN ADDITION TO THIS SURVEY, A COPY OF ANY REPORT YOU HAVE WHICH LISTS THE INDIVIDUAL PLACEMENTS OF THE MEMBERS OF YOUR GRADUATING CLASSES OF 1980 AND 1981.

EMPLOYER SURVEY

SURVEY OF EMPLOYMENT PRACTICES

Name of person completing this survey _____

Title _____ Today's date _____

Institution _____ Telephone ( ) _____

Address _____

1. Please provide information below about your recruiting practices:

   A. How many professional staff people are employed in your organization? 1576.9 avg.

   B. How many entry-level positions (for college graduates) have become available in your organization in the past 12 months? 45 (avg.)*

   C. What percentage of the people you have hired in the past 12 months to fill entry-level positions have an undergraduate liberal arts degree? 26.3% (avg.)

   D. On how many college and university campuses did you conduct employment interviews with seniors in the 1980-1981 school year ? 12.5. In the 1979-1980 school year? 14.6 . (avg.)

   E. What percentage of the seniors you interviewed on campus in 1980-1981 were expecting to earn an undergraduate liberal arts degree? 7.52% . (avg.)

2. Please rank order each of the following characteristics or attributes as to their relative importance to your organization when you are considering candidates to fill entry-level positions. 1=most important 6=least important

5 Undergraduate grade point average	4 Previous work experience (summer jobs, internships, etc.)
1 Undergraduate major	6 Involvement in extra-curricular activities
2 Motivation, purpose, commitment, enthusiasm	3 Verbal and written communication skills

* This high average results from (6) schools reporting more than 100 visits each.

3. Please rank order each of the following techniques as to their relative effectiveness in helping you fill entry-level positions. 1=most effective 9=least effective

6 Advertisements in newspapers	1 Internal job postings	3 Job descriptions sent to colleges
9 Private employment agencies	2 Informal word of mouth	5 Advertisements in professional journals
8 Government employment services	4 On-campus recruiting	7 Job fairs

4. What are some ways to increase college students' interest in employment in public and non-profit organizations?

PLEASE SEND, IN ADDITION TO THIS SURVEY, ANY REPORTS OR INFORMATION YOU HAVE ON YOUR HIRING EXPERIENCES, PARTICULARLY IN FILLING ENTRY-LEVEL POSITIONS, IN THE PAST TWO YEARS.

Appendix B

COLLEGES AND UNIVERSITIES RESPONDING TO THE SURVEY

Alfred University
Amherst College
Assumption College
Babson College
Bard College
Barnard College
Bates College
Boston College
Bowdoin College
Brandeis University
Bridgewater State College
Brown University
Castleton State College
Central Connecticut State College
Clarkson College
Colby College
Colgate University
Columbia University
Connecticut College
University of Connecticut
Cornell University
Dartmouth College
Dickinson College
Dominican College
Dowling College
Eastern Nazarene College
Emmanuel College
Fairfield University
Fitchburg State College
Fordham University
Gordon College
Hamilton College
Hampshire College
University of Hartford
Hartwick College
Harvard University
Holy Cross College
Hunter College
LeMoyne College
Lesley College
University of Maine
Manhattanville College
University of Maryland
Marist College
Massachusetts Institute of Technology
University of Massachusetts
Middlebury College
Mount Holyoke College
College of Mount Saint Vincent
New Hampshire College
Norwich University
Pace University
Plymouth State College
Pratt Institute
Princeton University
Providence College
Quinnipiac College
Regis College
Rensselaer Polytechnic Institute
Rhode Island College
University of Rhode Island
Roger Williams College
Rutgers University
Saint Joseph College
Saint Lawrence University
Sarah Lawrence College
Siena College
Simmons College
Skidmore College
Smith College
Southeastern Massachusetts University
Southern Connecticut State College
Springfield College
State University of New York - Binghamton
State University of New York - Purchase
State University of New York - Stony Brook
State University of New York - Oneonta
Trinity College
Tufts University
Union College
Vassar College
University of Vermont
Wagner College
Wellesley College
Wesleyan University
Wheelock College
Williams College
Worcester Polytechnic Institute
Yale University

EMPLOYERS RESPONDING TO THE SURVEY

Agency for International Development
U.S. Department of Agriculture
Air Force Systems Command
American Battle Monuments Commission
American Enterprise Institute for Public Policy Research
American Symphony Orchestra
Ames Laboratory, Iowa State University
Appalachian Regional Commission
Arena Stage
Argonne National Laboratory
Army and Air Force Exchange Service
Lawrence Berkeley Laboratory
B'nai B'rith Youth Organization
Boy Scouts of America
Boys' Clubs of America
Center for Naval Analysis
Central Intelligence Agency
Coast Guard
Coast Guard Academy
U.S. Department of Commerce
Comptroller of the Currency
Consumer Product Safety Commission
University of Dayton Research Institute
Educational Testing Service
English-Speaking Union
Bureau of Engraving and Printing
Council of Environmental Quality
Equal Employment Opportunity Commission
Federal Highway Administration
Federal Reserve Bank of Cleveland
Federal Trade Commission
Folger Shakespeare Library
Free Library of Philadelphia
General Services Administration
U.S. Department of the Interior
International Voluntary Services, Inc.
Interstate Commerce Commission
Jewish Community Center of Greater Washington
John F. Kennedy Center for the Performing Arts
Langley Air Force Base, Civilian Personnel Office
Library of Congress
City of Los Angeles
Massachusetts Division of Employment Security
Merit Systems Protection Board
Milwaukee County Department of Personnel
Bureau of the Mint
Mobile County Health Department
National Capital Planning Commission
National Credit Union Administration
National Endowment for the Humanities
National 4-H Council
National Society, Daughters of the American Revolution
Naval Underwater Systems Center
Naval Recruiting Command
New York State Department of Transportation
Oregon State Library
Pennsylvania Civil Service Commission
Pennsylvania State University Personnel and Training
Port Authority of New York and New Jersey
Project HOPE
Rochester, New York, Public Library
City of San Diego, Personnel Department
Southwest Research Institute
U.S. Department of State
U.S. Treasury Department, Savings Bond Division
Veterans Administration
Virginia Department of Highways and Transportation
State of Washington, Department of Personnel
Wisconsin State Government
Womens Equity Action League

BIBLIOGRAPHY AND LIST OF RESOURCE MATERIALS

Arts/Cultural Organizations

American Art Directory, Jaques Cattell Press, R. R. Bowker, July 1978, 47th edition. 719 pp. Hard $42.50. Describes activities of some 3,650 U. S. and Canadian museums, art schools and art organizations, and lists art publications, fellowships and scholarships, arts councils, exhibitions and booking agencies.

ACA Arts Yellow Pages, American Council for the Arts, 1977. 128 pp. Paper $7.50. A telephone directory for the arts in the U. S. and Canada listing name of organization or publication, chief executive, address and telephone number. Includes lists of art centers, national arts service organizations, federal agencies, national arts publications, community arts agencies.

American Library Directory, Jaques Cattell Press, R. R. Bowker, Fall 1978, 31st edition. Biennial. 1,390 pp. Hard $47.50. A guide to some 30,000 U.S. and 3,000 Canadian libraries. Includes information on public libraries, county and regional library systems, academic libraries, and special libraries.

Career Guide for the Young American Singer, Maria F. Rich, Central Opera Service, October 1978. Biannual amendments. 70 pp. Paper $6.00. Lists American and foreign vocal competitions, sources for grants to singers, apprentice programs, auditions for major American companies, and major academic opera workshops. Includes section on apprentice programs in opera for administrators, production/technical personnel, conductors and directors and a special section on "How to Audition".

Career Handbook for Those Beginning Careers in the Performing Arts, Yale University, School of Drama. Describes job search methods and sources of information for such careers as acting, design, directing, playwriting. Lists of important organizations and useful books and periodicals are included.

Careers and Music, Music Educators National Conference 1977. 136 pp. $3.50. Contains articles discussing 43 music-related fields, and lists relevant organizations and resources in various music-related careers.

Career Opportunities in Art Museums, Zoos, and Other Interesting Places, Occupational and Career Information Series No. 4, U. S. Department of Labor, Employment and Training Administration. 166 pp. Paperback. 1980.

Directory for the Arts, Publishing Center for Cultural Resources, 1978. 108 pp. Paper $6.00. Hard $10.00 Describes 145 organizations offering free or low cost services and programs or funds to non-profit arts organizations and artists in New York State. Includes community arts councils, video resource centers, and non-profit performing arts management services.

Directory of Historical Societies and Agencies in the U. S. and Canada. Over 5,000 historical organizations listed geographically by state. Includes mention of their major programs.

Fine Arts Market Place, R. R. Bowker. Lists more than 8,000 firms, organizations, and individuals providing materials and services related to the field of fine arts. Entries are arranged alphabetically within 28 categories, including in addition to the Photography Galleries section, art dealers and galleries, founders and fabricators, packers and movers, suppliers and framers.

Arts/Cultural Organizations (Continued)

Local Government and the Arts, Luisa Kreisberg, Ed., American Council for the Arts, 570 Seventh Avenue, N.Y., N.Y. 10018. 1979. 271 pp.

Museums Directory of the U.S. and Canada. Covers entire museum field: art, history, science and special museums, art centers and associations, historic houses and historical societies, children's museums, planetariums, zoos, aquariums, botanical gardens and arboretums, and libraries with collections and exhibitions other than books. Museums indexed alphabetically by name and location and categorically by the nature of their contents.

Museums of the World, R. R. Bowker, 1975, 2nd edition. 808 pp. Hard $42.50. Lists over 17,000 museums in 148 countries including art museums, natural science and technical museums, ancient history and archaeological museums, local historical museums and historical sites.

National Register of Historic Places, U. S. Government Printing Office. 1976. 961 pp. $13.00. Organized by state, this directory lists private, state, municipal and federal historic sites. Photographs, index.

Official Museum Directory, American Association of Museums/National Register Publishing Company. 1978. 942 pp. $44.00. A comprehensive guide to museums and historical institutions in the U. S. and Canada. Includes information on collections, facilities, activities, and personnel of each museum.

Smithsonian Opportunities, Board of Academic Studies, Smithsonian Institution, Washington, D.C.

Theatre Profiles, Theatre Communications Group, N.Y., N.Y. 1979. A resource book of non-profit professional theatres in the United States.

Your Future in Museums, William A. Burns, Richards Rosen Press, Inc. N.Y., N.Y. 10010. 154 pp.

Associations, Research Foundations

Career Guide to Professional Associations, Carroll Press. 1980. 260 pp. $18.95. Detailed alphabetical list provides name, address, phone number, purpose of organization, and represented career fields.

Conservation Directory, The National Wildlife Federation. 1980. 290 pp. Paperback.

A Directory of Governmental, Public, and Urban Affairs Research Centers in the United States, Robert P. Haro, Institute of Governmental Affairs, University of California. Davis. 1969. 139 pp.

Directory of National Unions and Employee Associations, U.S. Department of Labor, Bureau of Labor Statistics. 1979. Bulletin 2044. 140 pp. Paperback.

Encyclopedia of Associations (Volume 1), Nancy Yakes and Denise Akey editors, Gale Research Co. 1979. 13th edition. 1,477 pp. Hard $80.00. Subject listing of over 13,500 active organizations with alphabetical index. Includes groups' names, locations, purpose, officers, etc.

The Environmental Jobs Handbook, Environmental Associates. 1979. 112 pp. Paperback.

Associations, Research Foundations (Continued)

Exploring Careers in the Humanities: A Student Guidebook, Jean Workman, Mary Lewis Hansen, Technical Education Research Centers, Inc. 1976. 175 pp. Paperback.

The Foundation Directory, Marianna O. Lewis, Columbia University Press. 1976. 6th edition. $35.00 Provides information on 2,818 of the largest foundations in the U. S., including names of officers, yearly statistics (since 1976), total grants, grants paid. Indexed by fields of interest, location, personnel, and foundation names. Four semi-annual supplements expand lists to smaller foundations and up-date information.

National Trade and Professional Associations of the United States and Canada and Labor Unions, Craig Colgate, Ed., Columbia Books, Suite 1336, 777 14th St. N.W., Washington, D.C. 20005. 1981. 408 pp. $35.00 Comprehensive directory of professional associations.

Research Centers Directory, Gale Research Co., Detroit. 6th edition. 1979. Lists research centers throughout the U. S. Includes a section on multi-disciplinary programs.

Washington V, Potomac Books, Inc. Publishers, P.O. Box 4604 Palisades Station, Washington, D.C. 20016. $25.00. A comprehensive directory of the nation's capital - its people and institutions.

Working for Consumers, Consumer Federation of America. $3.00/Academics, $10.00/General. Comprised of non-profit state and local consumer organizations with names of contact, including addresses and phone numbers and a short synopsis of issues handled.

Government Agencies

Action: The Agency for Volunteer Service, Action, 806 Connecticut Avenue, N.W., Washington, D.C. 20525.

The Book of the States, The Council of State Governments. 1978-79. 22nd volume. 672 pp. Biennial. $21.00. A comprehensive survey of all aspects of state government.

Braddock's Federal-State-Local Government Directory, Bonnie Stern, Ed., Braddock Publications. 1977. 298 pp. plus a 32-page March 1978 update. $5.90. Predominantly a directory to the federal establishment, with shorter listings of chief state and local government officials and quasi-governmental organizations.

Careers in Government, ACTION. 1975. 46 pp. Free. A clear presentation of the facts and procedures for Civil Service and other government employment. Written specifically for former ACTION volunteers, but helpful to anyone.

Career Opportunities in County Government, County Officers Association of the State of New York, 150 State Street, Albany, N.Y. 12207. 1971.

Careers: Career Positions for Women in State, County and City Government Work, The Institute for Research. 1969.

Civil Service Commission Journal, Sylvia Byrne, Ed., U. S. Civil Service Commission. 37 pp. Quarterly. Paper. Contains current information on government employment, description of federal agencies and systems, their purposes, functions and requirements.

Government Agencies (Continued)

The County Yearbook, National Association of Counties/International City Management Association. 1978. Annual. 257 pp. $21.00. Provides data and information on issues associated with counties. Includes directories of county officials in all U.S. counties and of professional or special assistance organizations serving local government.

Directory: Federal, State, County, City Government Consumer Offices, Department of Health, Education and Welfare, Superintendent of Documents, U. S. Government Printing Office. January 1976.

Directory of Interstate Agencies, Council of State Government. 1976. 18 pp. $3.00. Contains names and addresses of all interstate agencies established by compact. Gives names of staff and officers and brief descriptive information.

*Federal Career Directory: A Guide for College Students, U. S. Government Printing Office. 1976. 141 pp. $1.25. An extremely useful book, in three sections. Section I is devoted to descriptions of federal career occupations open to college graduates. Section II deals with the various federal agencies - whom they employ, what they do, and how to contact them. Section III is a list of college majors and the federal positions for which they provide a background.

Federal Employment Directory, Federal Employment Directory Service. 1978. 40 pp. Paper $4.95. Provides a quick, easy to use reference tool to locate and telephone Federal Government Employment Offices.

Federal Job Prospects Bulletin, Regional Civil Service Commission, Federal Job Centers. $6.00 per year.

*Federal Recruiting 1980-1981, Office of Recruitment Management, Bureau of Recruiting and Examining. 29 pp. Paper. Summarizes by department and agency, how the Federal Government is organized for college recruitment and career-entry information purposes. Listings include types of career information advisory services agencies provide to schools, academic majors and degree levels sought, and contacts within each agency responsible for college liaison activities.

*Graduate to Government -- the Employment Picture for College Graduates, U. S. Civil Service Commission, Washington, D.C., July 1978. Pamphlet. Introduces prospective or recent college graduates to kinds of employment opportunities available in Federal Government agencies. Briefs how jobs are filled, grades and salaries, how to apply, PACE exams; related information on specific majors and which agencies have positions available. Discusses general information at the graduate level, Federal Cooperative Education, Federal Job Information Centers, and agencies outside the competitive service.

* Guide to Federal Career Literature, U. S. Civil Service Commission. 1978. 17 pp.

A Guide to Government and Public Service Employment, Charles Ruemelin, Harvard University Office of Career Services and Off-Campus Learning. 1978. 37 pp. $5.00. Booklet describes employment possibilities and job-hunting strategies. Straightforward, and while it is written specifically for Harvard and Radcliffe students, it could be helpful to anyone puzzled by the government maze. Bibliography.

How to Apply for a Federal Job, U. S. Civil Service Commission. Paper, Gives information on how to apply and the required testing for employment as well as locations of Federal Job Information and Testing Centers.

Government Agencies (Continued)

How to Get a Federal Job and Advance, David E. Waelde, Federal Research Service, Inc. Fedhelp Publications. 1980. 138 pp. $10.00 Comprehensive guide to seeking employment in the federal government. Describes how to establish civil service eligibility, basics of federal employment, and selection factors.

How to Get a Job in the Federal Government, Inter-Agency Minority and Female Recruiters Association, P.O. Box 23962, L'Enfant Plaza Station, Washington, DC 20024

Moody's/Municipal and Government Manual 1975, Vol. I, Alabama--New Hampshire and U.S.A. Dependencies, Moody's Investors Service, Inc. 1975.

Moody's/Municipal and Government Manual 1975, Vol. II, New Jersey--Canada, Foreign Housing Authority, Moody's Investors Service, Inc. 1975.

National Directory of State Agencies, Matthew Vellucci, et al, Information Resources Press. 3rd edition. 1978. 645 pp. $55.00. A directory supplying names, addresses and phone numbers of key personnel in agencies of every state. The first half lists agencies by state; the second lists them by function, e.g. Mental Health or Fish and Game.

Occupational Outlook Quarterly Working for the Federal Government, U.S. Department of Labor Statistics, U.S. Civil Service Commission, Regional and Washington, D.C. Winter 1977. 65 pp. Paper. $4.00 annual, $1.30 per issue. Includes series of articles -- Working for the U.S., PACE, Your Way to a Government Job, A Look at Federal Employment Opportunities for College Graduates. Also gives information on Counseling Aids, Index to Student Guide and Standard Form 171.

The Official State Career Guide, Employment Information Services. 1976. Unpaged, approx. 50 pp. $3.75. This pamphlet describes typical sorts of positions for college graduates in state government and gives an address for each state's personnel or merit system department. Contrary to the title, it is not an "official" publication.

The 171 Workbook, Patricia B. Wood, Workbooks. 1979. 102 pp. $12.95. Step by step instruction to write a competitive standard form 171 federal job application.

Peace Corps.: The Toughest Job You'll Ever Love, Peace Corps., P-307, Washington, D.C. 20525.

Some General Information about Federal Jobs, U.S. Civil Service Commission. September 1977. Defines and describes basic information regarding federal jobs, competitive service, excepted service, Federal Jobs Information Centers, how jobs are filled, chances for employment, veterans preference, how to apply, qualifications needed, forms, written tests, rating, the rule of three, residence requirements, age, members of the family, suitability, citizenship, equal employment opportunity.

Starting Point: College Level Career Opportunities with the U.S. Government in New England, U.S. Civil Service Commission, Boston office. 1976. 140 pp. In addition to giving career descriptions of various careers available with the federal government, includes descriptions of government departments and agencies with names of contact persons.

State Administrative Officials, Classified by Functions, Paul Albright, Ed., Council of State Governments. 1979. Over 200 pp. $10.00 Under each heading -- such as Food and Drug or Employment Security -- is given the name, address, and phone number of the director of the office in each of the 50 states.

Government Agencies (Continued)

Strategy and Tactics for Getting a Government Job, Potomac Books, Inc., Washington, D.C. 1972.

The Uncle Sam Connection: An Insider's Guide to Federal Employment, James E. Hawkins, Follett Publishing Co. 1978. 140 pp. $4.95. Explains the federal employment system and strategies for locating and landing a job. How to fill out government application forms; special kinds of government opportunities, descriptive paragraphs about and addresses for agencies.

U. S. Government Jobs: Career Opportunities for College Students, Barron's Educational Series, Inc., 113 Crossways Park Drive, Woodbury, N.Y. 11797. 1977. 166 pp. $3.95.

1978-1979 United States Government Manual, Superintendent of Documents, U. S. Government Printing Office, Washington, D.C. 20402. 1978. 882 pp. $6.50. The official handbook of the federal government, containing descriptions of the functions of most government agencies, departments, boards, committees, etc., and listings of top personnel.

Vista: Making a Good Place Better, ACTION Recruiting Office, 26 Federal Plaza, Room 1605, New York, N.Y. 10007.

*Working for the U.S.A., U. S. Civil Service Commission, Office of Personnel Management, U. S. Government Printing Office, Washington, D.C. 20402. 1979.

* These publications may be discontinued due to federal funding cutbacks.

Social Service and Charitable Organizations

Boston - People's Yellow Pages, Vocations for Social Change, P.O. Box 211, Boston, MA 02112. 1980-81 edition. 182 pp. Paperback $4.95.

Creating the Future-- A Guide to Living and Working for Social Change, Bantam Books, Inc. 1974.

Careers in Social Service, ACTION. 1975. 26 pp. Free. Overview of the social service field. Provides addresses of private, governmental and overseas agencies employing social workers. Also includes information on graduate study in professional social work.

Careers with Young Children: Making Your Decision, Judith W. Seaver, et al, National Association for the Education of Young Children. 1979. 90 pp. $4.40 (plus 10% postage and handling). Combines information about a wide range of careers from teaching and social work to being a legislative aide with a workbook format to decide where the reader's abilities and inclinations lie.

Church Occupations and Voluntary Service, Office of Personnel, Board of Higher Education and Ministry, the United Methodist Church, P. O. Box 871, Nashville, TN 37202. (40c per copy; 10 for $2.50; 100 for $24.)

Directory of Agencies: U. S. Voluntary, International Voluntary, Inter-governmental, National Association of Social Workers. 1978. 100 pp. $5.00. Alphabetical listing of agencies whose work is related to the profession of social work. Discusses membership, purposes, and activities.

Directory of Christian Work Opportunities, International Christian Organization. 1978. 929 pp. $40.00. A directory of Christian service opportunities in U.S.

Social Service and Charitable Organizations (Continued)

and abroad, indexed by type of job, sponsoring agency, geographic location and minimum length of service.

Directory of Halfway Houses and Community Residences for the Mentally Ill, 1977, U. S. Department of Health, Education, and Welfare. 1977. 38 pp. $1.80. Vital information about halfway houses and community residence, including size, age and sex served, and admission requirements.

Directory of Internships, Work Experience Programs, and On-the-Job Training Opportunities, Alvin Renetzky, Ed., Ready Reference Press, Thousand Oaks, CA 91360. 1st edition 1976; 1st supplement 1978.

Directory of Member Agencies and Associates, Child Welfare League of America, Inc. January 1976.

Directory: National Organizations with Programs in the Field of Aging, National Council on the Aging. 197.. 95 pp. $1.00. Alphabetical listing of public and private agencies providing services to the elderly. Each entry describes the purpose and programs of the agency. Indexed.

A Directory of Public Service Internships, The National Center for Public Service Internship Programs, Suite 601, 1735 Eye Street, Washington, D.C. 20006. 1979. 157 pp. $6.00. Numerous opportunities for work/study relationships with federal, state, and local government agencies; many of these are for post-graduates, but there are also a number for undergraduates, and others for summer internship possibilities; names, addresses, and a full page of specific information given for each agency internship.

Directory of Residential Child Care Facilities, New England Association for Child Care, Box 101, Jamaica Plain, MA 02130. $5.75.

Directory of Washington Internships, National Center for Public Service Internship Programs in Cooperation with Mt. Vernon College, Suite 601, 1735 Eye St., N.W., Washington, D.C. 20006. $6.00

Encyclopedia of Social Work, John B. Turner, Robert Morris and Beatrice Saunders, National Association of Social Workers. 1977. 1,760 pp. Two volumes. Hard $40.00. Gives definitions of titles in the field and areas related to social services. Descriptions include biographical and statistical information. Such topics as historical background, need for services delivery, federal legislation, funding, manpower and training, services and trends are covered where applicable.

Good Works: A Guide to Social Change Careers, Karen Aptakin, Ed., Center for the Study of Responsive Law. 1980. 289 pp. $22.50. Guide designed to connect the college student's idealism (in social change careers) with part- and full-time work opportunities before or after graduation.

A Guide to Information Sources and Services for Voluntary Human Service Agencies, Harold Schutzman, Ed., The National Assembly of National Voluntary Health and Social Welfare Organizations, Inc., 291 Broadway, N.Y., N.Y. 10007. 1979. 112 pp. Paperback.

Helping Kids . . . That's My Bag: A Handbook for the Job Seeker, Employment Information Services, P.O. Box 3265, Chica, CA 95926. 1975. 197 pp. $5.50. A directory of names and addresses of key agencies which have opportunities for full-time work in direct helping relationships with children.

Social Service and Charitable Organizations (Continued)

Helping Others: A Guide to Selected Social Service Agencies and Occupations, The John Day Company, 257 Park Avenue, N.Y., N.Y. 10010. 1974. $4.95. Lists private, public, federal, and state agencies with descriptions of nature and purpose of agency, information on kinds of positions available, and contact name.

Invest Yourself, Commission on Voluntary Service and Action. 1979. Paper $2.00 for single, $8.00 for 10. Information on actual service opportunities. Names and addresses of 150 private voluntary service agencies. Includes individual and community projects, working seminars, local part-time and work camps, programs supportive to the voluntary world in U.S. and Canada, and other intercultural and international understanding programs. Has chapters on opportunities for those under and over 18 years of age and on volunteering at the United Nations.

Jobs, Careers Serving Children and Youth, Beverly N. Feldman, Till Press, P.O. Box 27816, Los Angeles, CA 90027. 1978. 321 pp.

Jobs in Social Change, Social & Educational Research Foundation, 3416 Sansom St., Philadelphia, PA 19104. $1.50. Student guide to internships in Washington, D.C. public interest groups.

Mental Health Directory, U.S. Government Printing Office. 1975. 558 pp. $6.50. A listing by state of public, private, in-patient and out-patient mental health facilities. Also contains information on national agencies.

National Directory of Private Social Agencies, Helga B. Croner, Social Services Publications Division of Croner Publishing. 1977-78. Monthly supplements. Paper $30.00. Lists over 14,000 agencies in U.S. by field of service and geographical location. Provides full address and services descriptions for such areas as family and child welfare, vocational services for disabled, sheltered workshops, naturalization and legal matters, homemaker services, services in institutions other than hospitals, ethnic and professional groups, and rehabilitation.

Profiles of Involvement: Organizations, Government Agencies,Vol. 2. Human Resources Corp., 2010 Chancellor St., Philadelphia, PA 19103.

Public Welfare Directory, Perry Frank and Michele Moore, American Public Welfare Association. 1979. 400 pp. Paper $35.00. Listings of all federal, state, local and territorial public welfare agencies in the U.S. and Canada. Also lists related public agencies at federal and state levels.

Service Directory of National Voluntary Health and Social Welfare Organizations, Elma P. Cole, Ed., National Assembly of National Voluntary Health & Social Welfare Organizations, Inc., 345 E. 46th St., N.Y., N.Y. 10017. 1978. 104 pp. $8.00.

Somewhere Else, Swallow Press, Inc., 1139 South Wabash, Chicago, IL 60605. $3.00.

United Way of America Directory. Contains a geographic listing (with names of contact persons and addresses) of United Way fundraising, planning, combined and other types of organizations with membership in the United Way of America or in national United Way association of other countries.

Work Force, Vocations for Social Change, Inc., 4911 Telegraph Ave., Oakland, CA 94609.

Working Loose, American Friends Service Committee, 2160 Lake St., San Francisco, CA 94121.

General

The Career Paths of Liberal Arts Graduates: The Unusual Often Is the Usual, Michael E. Walsh, Journal of College Placement. 1976. 36, 235-36, 38. Recent liberal arts grads illustrate the unexpected ways in which they've broken through the myth of "unemployability of the liberal arts graduate".

College Education and Employment--The Recent Graduates, Nancy L. Ochsner and Lewis C.Solmon, College Placement Council Foundation. 1979. 118 pp. $9.95.

College Graduates and Their Employers: A National Study of Career Plans and Their Outcomes, Report #4, College Placement Council, Inc. 1975.

College Placement Annual, College Placement Council. 1982. Annual. 418 pp., Paper,$3.00 CPC members, $5.00 non-members. Alphabetical listing of 1,000 employers who recruit college graduates which includes information on the types of positions available. Cross-indexed by location and occupation. Lists summer employment.

Dictionary of Occupational Titles, U.S. Department of Labor, U.S. Government Printing Office. 1977. 4th edition. 1,371 pp. Paper $12.00. Comprehensive definitions of 17,500 jobs, alphabetized by title, and classification of skilled, semi-skilled, and unskilled positions.

Four-Year Liberal Arts Graduates: Their Utilization in Business, Industry, and Government--The Problem and Some Solutions, College Placement Council Committee on the Utilization of and Employment Information for Liberal Arts Graduates. 1975. 20 pp.

Handbook of Corporate Social Responsibility, Human Resources Corp. 1975. 2nd edition. Paper $42.00. Describes over 700 programs in 27 areas of social concern. A format of cases, studies and reprints on the policies and specifics of involvement and sponsorship by 250 major corporations. Profiles include program name, personnel, address, purpose, budget, measures of success, corporate personnel involvement, additional statistics, three indices.

Jobs and Liberal Arts Graduates: Some Critical Relationships, William Toombs and Kathie Thomas, Research in Higher Education. 1976. Data about alumni, students, and staff - organized around concepts of job entry, decisions, and changes in goals, jobs, and majors - revealed the importance of satisfaction on the first job, a changing relationship between jobs and majors, the impact of the liberal arts' study on educational aspirations, and the rationale for choice.

The Liberal Arts Graduate in the Job Market: Spring of Hope or Winter of Despair, Stanley F. Paulson, May 22, 1980. 10 pp. Paper presented to the College Placement Council (Chicago, IL, May 22, 1980). The special circumstances liberal arts graduates confront in finding employment and the implications for personnel recruiter, college placement officers, and liberal arts colleges are considered. It is suggested that corporate recruiters are missing some valuable prospects by failing to recognize certain qualities of liberal arts graduates (e.g., bilingual competence) that may not be as prevalent in vocational graduates. Studies showing the success of these graduates over time, their achievement motivation, and job satisfaction compared with other graduates are cited. It is suggested that placement officers need to educate recruiters about the advantages of the liberal arts background and to inform liberal arts students and

General (Continued)

faculty about job opportunities that are not always considered. Liberal arts colleges can use alumni beneficially as information sources and can broaden employment opportunities by developing flexible curricular patterns. Examples of how this is done at the Pennsylvania State University are included.

Occupational Outlook Handbook, U.S. Department of Labor, Bureau of Labor Statistics, Superintendent of Documents, Washington, DC 20402. Bulletin #2075. 1980-1981. 661 pp. Paper $12.00. Guide to skilled and unskilled occupations in the U.S. Detailed information on each job - earnings, employment outlook, working conditions, etc. The most comprehensive listing of occupations available.

Occupational Thesaurus, Everett A. Teal, Lehigh University Placement Office, Bethlehem, PA. Volume I: 1971. 384 pp. $8.00. Job guide handbook for majors in anthropology, economics, history, languages, mathematics, political science, psychology, sociology. Volume II: 1973. 230 pp. $6.00 Occupational fields surveyed for majors in accounting, biology, chemistry, finance, geology, management, physics, transportation.

What Good Are the Liberal Arts?, John L. Munschauer, Journal of National Association of College Admissions Counselors. 1974. 18, 4, 2-5. Suggests that those with liberal arts backgrounds can "sell" themselves to employers by virtue of their in-depth background, their knowledge of and sensitivity about people, and general interest in making the world a better place in which to live.